MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2016/2017

BMG 1014 - MANAGEMENT

(All Sections/Groups)

1 JUNE 2017
2.30 p.m. to 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This questions paper consists of **FOUR (4)** pages excluding cover page.
2. Answer **ALL** questions in **Section A.** The marks for each question is given in the question paper.
3. Please write your answers in the Answer Booklet provided.

SECTION A: Answer ALL Questions

Case Study

Inside Amazon: Wrestling Big Ideas in a Bruising Workplace

The company is conducting an experiment in how far it can push white-collar workers to get them to achieve its ever-expanding ambitions.

By Jodi Kantor and David Streitfeld

Source: www.nytimes.com / August 15, 2015

A Philosophy of Work

Jeff Bezos turned to data-driven management very early.

He wanted his grandmother to stop smoking, he recalled in a 2010 graduation speech at Princeton. He didn't beg or appeal to sentiment. He just did the math, calculating that every puff cost her a few minutes. "You've taken nine years off your life!" he told her. She burst into tears.

He was 10 at the time. Decades later, he created a technological and retail giant by relying on some of the same impulses: eagerness to tell others how to behave; an instinct for bluntness bordering on confrontation; and an overarching confidence in the power of metrics, buoyed by his experience in the early 1990s at D. E. Shaw, a financial firm that overturned Wall Street convention by using algorithms to get the most out of every trade.

According to early executives and employees, Mr. Bezos was determined almost from the moment he founded Amazon in 1994 to resist the forces he thought sapped businesses over time — bureaucracy, profligate spending, lack of rigor. As the company grew, he wanted to codify his ideas about the workplace, some of them proudly counterintuitive, into instructions simple enough for a new worker to understand, general enough to apply to the nearly limitless number of businesses he wanted to enter and stringent enough to stave off the mediocrity he feared.

The result was the leadership principles, the articles of faith that describe the way Amazonians should act. In contrast to companies where declarations about their philosophy amount to vague platitudes, Amazon has rules that are part of its daily language and rituals, used in hiring, cited at meetings and quoted in food-truck lines at lunchtime. Some Amazonians say they teach them to their children.

The guidelines conjure an empire of elite workers (principle No. 5: "Hire and develop the best") who hold one another to towering expectations and are liberated from the forces — red tape, office politics — that keep them from delivering their utmost. Employees are to exhibit "ownership" (No. 2), or mastery of every element of their businesses, and "dive deep," (No. 12) or find the underlying ideas that can fix problems or identify new services before shoppers even ask for them.

Continued...

The workplace should be infused with transparency and precision about who is really achieving and who is not. Within Amazon, ideal employees are often described as "athletes" with endurance, speed (No. 8: "bias for action"), performance that can be measured and an ability to defy limits (No. 7: "think big").

"You can work long, hard or smart, but at Amazon.com you can't choose two out of three," Mr. Bezos wrote in his 1997 letter to shareholders, when the company sold only books, and which still serves as a manifesto. He added that when he interviewed potential hires, he warned them, "It's not easy to work here."

Mr. Rossman, the former executive, said that Mr. Bezos was addressing a meeting in 2003 when he turned in the direction of Microsoft, across the water from Seattle, and said he didn't want Amazon to become "a country club." If Amazon becomes like Microsoft, "we would die," Mr. Bezos added.

While the Amazon campus appears similar to those of some tech giants — with its dog-friendly offices, work force that skews young and male, on-site farmers' market and upbeat posters — the company is considered a place apart. Google and Facebook motivate employees with gyms, meals and benefits, like cash handouts for new parents, "designed to take care of the whole you," as Google puts it.

Amazon, though, offers no pretense that catering to employees is a priority. Compensation is considered competitive — successful midlevel managers can collect the equivalent of an extra salary from grants of a stock that has increased more than tenfold since 2008. But workers are expected to embrace "frugality" (No. 9), from the bare-bones desks to the cellphones and travel expenses that they often pay themselves. (No daily free food buffets or regular snack supplies, either.) The focus is on relentless striving to please customers, or "customer obsession" (No. 1), with words like "mission" used to describe lightning-quick delivery of Cocoa Krispies or selfie sticks.

As the company has grown, Mr. Bezos has become more committed to his original ideas, viewing them in almost moral terms, those who have worked closely with him say. "My main job today: I work hard at helping to maintain the culture," Mr. Bezos said last year at a conference run by Business Insider, a web publication in which he is an investor.

Of all of his management notions, perhaps the most distinctive is his belief that harmony is often overvalued in the workplace — that it can stifle honest critique and encourage polite praise for flawed ideas. Instead, Amazonians are instructed to "disagree and commit" (No. 13) — to rip into colleagues' ideas, with feedback that can be blunt to the point of painful, before lining up behind a decision.

"We always want to arrive at the right answer," said Tony Galbato, vice president for human resources, in an email statement. "It would certainly be much easier and socially cohesive to just compromise and not debate, but that may lead to the wrong decision."

Continued...

At its best, some employees said, Amazon can feel like the Bezos vision come to life, a place willing to embrace risk and strengthen ideas by stress test. Employees often say their co-workers are the sharpest, most committed colleagues they have ever met, taking to heart instructions in the leadership principles like "never settle" and "no task is beneath them." Even relatively junior employees can make major contributions. The new delivery-by-drone project announced in 2013, for example, was co-invented by a low-level engineer named Daniel Buchmueller.

Last August, Stephenie Landry, an operations executive, joined in discussions about how to shorten delivery times and developed an idea for rushing goods to urban customers in an hour or less. One hundred eleven days later, she was in Brooklyn directing the start of the new service, Prime Now.

"A customer was able to get an Elsa doll that they could not find in all of New York City, and they had it delivered to their house in 23 minutes," said Ms. Landry, who was authorized by the company to speak, still sounding exhilarated months later about providing "Frozen" dolls in record time.

That becomes possible, she and others said, when everyone follows the dictates of the leadership principles. "We're trying to create those moments for customers where we're solving a really practical need," Ms. Landry said, "in this way that feels really futuristic and magical."

Question 1

Amazon needs talented workforce. Identify **FIVE (5)** recruiting sources that Amazon can use to recruit employees. Discuss **ONE (1)** advantages and **ONE (1)** disadvantages of each recruiting sources.

(15 Marks)

Question 2

Analyze Jeff Bezos's leadership using **THREE (3)** contemporary views of leadership. Cite incidents from the article to support your answer.

(21 Marks)

Question 3

Amazon's relentless striving to please customer or "customer obsession" requires its employees to be active listeners to customers' needs and complaints. Discuss **FIVE (5)** method to become an effective active listener.

(20 Marks)

Continued...

Question 4

Organization as complex as Amazon requires systematic control. Describe the basic control process that Amazon should adopt to ensure it achieve organization goals.

(22 Marks)

Question 5

Amazon is not motivating as equivalent as Google or Facebook which might cause the employees to leave the organization. Analyze this situation using Herzberg's Two Factor Theory and provide some suggestion to sustain its workforce.

(22 Marks)

End of Page